

Early Journal Content on JSTOR, Free to Anyone in the World

This article is one of nearly 500,000 scholarly works digitized and made freely available to everyone in the world by JSTOR.

Known as the Early Journal Content, this set of works include research articles, news, letters, and other writings published in more than 200 of the oldest leading academic journals. The works date from the mid-seventeenth to the early twentieth centuries.

We encourage people to read and share the Early Journal Content openly and to tell others that this resource exists. People may post this content online or redistribute in any way for non-commercial purposes.

Read more about Early Journal Content at http://about.jstor.org/participate-jstor/individuals/early-journal-content.

JSTOR is a digital library of academic journals, books, and primary source objects. JSTOR helps people discover, use, and build upon a wide range of content through a powerful research and teaching platform, and preserves this content for future generations. JSTOR is part of ITHAKA, a not-for-profit organization that also includes Ithaka S+R and Portico. For more information about JSTOR, please contact support@jstor.org.

INDEX

- Accidents, elimination of, 38.
- Advertisements, a means of securing employes, 211.
- ALEXANDER, MAGNUS W. Hiring and Firing: Its Economic Waste and How to Avoid it, 128-144.
- Allen, E. G. Adopting Standards to Meet Trade Training Requirements, 205–207.
- Americanization: fundamental propositions in, 241; meaning of, 240; subjects covered by, 241.
- AMERICANIZATION: A CONSERVATION POLICY FOR INDUSTRY. Frances A. Kellor, 240-244.
- Applicants: analysis of, 98, 213–216; daily, 210; defects, 226; division of, 252; eye examination of, 37; health of, 184, 215; home conditions, 214–215; information concerning, 31; instruction, 191–192; intellectual ability of, 184–185; interviewing, 35–36, 97–98, 230; personality of, 192; physical examination of, 230, 256–258; rejection, 225; selection, 89; technical ability, 182, 187–191; test of, 185–187.
- Application blanks, 100, 254-255.
- —— form: 219, 220; acceptance, 220; contents, 221; presentation, 220–221; request for, 219–220; value, 219.
- APPLICATION FORM, THE VALUE OF THE. Chas. P. Avery, 219-222.
- Application records, classification of, 35. Applications, written, 211.
- AVERY, CHAS. P. The Value of the Application Form, 219-222.
- Bancker, J. W. Records and Reports of Work, 252–272.

- BLOOMFIELD, MEYER. The Aim and Work of Employment Managers' Associations, 76–87.
- Boston, Employment Managers' Association of, 111-112.
- Boston, The Work Program of the Employment Managers' Association of. Ralph G. Wells, 111-116.
- Burke, R. J. Written Specifications for Hiring, 176-181.
- Business: acquaintance with, 178; administrative policies and problems of, 119-120, 246-247; human element in, 160; problem in, 2; relation of labor to, 2; teaching a, 249-250; teaching related subjects in, 251; training systems in, 244.
- Business, University Schools of, and the Training of Employment Executives. Harlow S. Person, 117-127.
- Business functions, knowledge of, 125.
- Capitalism, democracy and, 18.
- Centralization: growth of, 24; movements favorable to, 22.
- Chamber of Commerce, employment manager and, 8.
- Cleveland, employment bureaus of, 167, 171.
- Clothcraft Shops: absentees and tardies, 50; application blank of, 32–33; bank of, 45; dental examinations in, 38; epidemics, 40; equipment, 44–45; labor turnover in, 52; progress in, 55.
- CLOTHIER, ROBERT C. The Employment Work of the Curtis Publishing Company, 94–111.
- Community, employer's relation to, 142-143.

Coöperation: basis of, 34; in management, 47; possibilities of, 87; progress in, 23-24.

Corporation school: argument for, 238; systems, 245.

Curtis Country Club, activities of, 106–107.

CURTIS PUBLISHING COMPANY, THE EMPLOYMENT WORK OF THE. Robert C. Clothier, 94-111.

Democracy: as a political system, 60; capitalism and, 18; colonial, 20; definition of, 15, 26; efficiency of, 24; future development, 26; in industry, 26; industrial efficiency and, 15; justification for, 25; merit in, 26–27; obligation of, 62; virtues of, 60.

DEMOCRACY AND INDUSTRY. Ernest Martin Hopkins, 57-67.

DEMOCRACY AS A FACTOR IN INDUSTRIAL EFFICIENCY. Horace B. Drury, 15-27.

DENNISON MANUFACTURING COMPANY, FRAMINGHAM, MASSACHUSETTS, THE WORK OF THE EMPLOYMENT DEPART-MENT OF. Philip J. Reilly, 87–94.

Departments: analysis of, 208; reports of, 218.

DIETZ, J. W. Some Improvements in Existing Training Systems, 244-251. Discharge: power of, 151; reasons for,

146-147.

DRURY, HORACE B. Democracy as a Factor in Industrial Efficiency, 15-27.

Education: Board of, 34; German, 19; methods, 245, 247–248; public, 49.

Efficiency: definition of, 15, 176; development of, 224; discharge and, 110; German, 16; increase in, 35, 144; national, 20; of the individual worker, 29; personal, 95.

EMPLOYE, INTRODUCING THE NEW. Charles L. Pearson, 229–231. Employe relations, 235. Employers: activities of, 235; benefits of motion study to, 276; coöperation between worker and, 275–276; coöperation of, 166, 171; motives, 176; relation of, to community, 142–143; relations between, 167–168.

Employes: absences of, 38, 304-305; advertisement a means of securing, 211; appearance of, 212-213; application blanks of, 85-86; appraisal of property for, 304; appraisal of qualifications, 85; assignment of, 215-216; attendance record, 262-263; benefits of motion study to, 276; causes for re-rating, 266-267; cooperation of, 229; discharging, 93; dissatisfaction of, 92; distribution of stock to, 158-159; earnings, 262-263; education and development of, 45; efficiency, 235; expense of instructing, 138-140; fitting of, in service, 234; folder of, 262; foreign, 305-306; good will, 229; grading of, 300; groups of, 302, 303; handling of, 76, 83; hiring of, 252-263; identification cards, 260; in training department, 90; incapacitated by sickness and accident, 132-133; information regarding, 183-184, 222; instruction for new, 136-138; leaving notice, 268; leaving service of company, 267-269; length of service, 271-272; lovalty. 143-144; medical examination of new, 102; medical record of, 39; mental fitness and tests of, 36, 41-43; new, 53, 89, 230-231, 258, 259; personality of, 238; physical examination of, 37; physical fitness of, 36-43; present, 209-210; productive efficiency of, 118-119; promotions of, 237; prospect file of, 209; prospective, 221-222; qualifications of, 212; rate card of, 261; reasons for resignation, 148-149; record of, 236; recuperation of force of, 182; re-rating, 265-267; resignations, 92; rights of, 119; school records, 238; selection, 78, 114,

- 183, 247, 289; special work among, 79, 114; training, 78–79, 96, 114, 251; transferring, 91, 264–265, 301; versatility, 250.
- EMPLOYES, PROBLEMS ARISING AND METHODS USED IN INTERVIEWING AND SELECTING. Katharine Huey, 208–218.
- EMPLOYES, SELECTION OF, BY MEANS OF QUANTITATIVE DETERMINATIONS. Walter Dill Scott, 182–193.
- Employes, The Instruction of New, in Methods of Service. Arthur Williams, 232–239.
- EMPLOYES, THE NEED FOR AND VALUE OF PHYSICAL EXAMINATION OF, AS ILLUSTRATED IN THE WORK OF THE RIKE-KUMLER COMPANY. Frederick H. Rike, 223–228.
- Employment: a function of management, 30, 84; applicants for, 96, 97; causes of unsteady, 155; courses in, 86; desire for, 219–220; fluctuations in, 2–3; function of, 31; problems of, 68, 123, 276; qualification for, 226; seasonal element in, 72; steady, 48, 156–157; study of, 9; unusual conditions of, 131; waste in, 243.
- EMPLOYMENT, PUBLIC EMPLOYMENT BUREAUS AND THEIR RELATION TO MANAGERS OF, IN INDUSTRY. Hilda Muhlhauser, 170–175.
- Employment agencies, investigation of private, 171.
- —— and service department: administration, 47; aim, 36, 47; function, 54.
- bureaus: advantages, 167; Cleveland, 167; kinds, 166.
- department: advantages of central, 151; centralized, 149; coöperation between educational department and, 247; cöoperation between schools and, 161; coöperation in, 94; difficulties in establishing a, 69; divisions of, 95; effectiveness of work, 93; efficiency of, 134; floor plan of, 253;

functionalized, 68, 71–73; functions of, 83, 94, 95, 108, 110; in industrial organization, 76; position of, in business organization, 69; reports issued by, 270; work of, 87.

- EMPLOYMENT DEPARTMENT, A FUNC-TIONALIZED, AS A FACTOR IN IN-DUSTRIAL EFFICIENCY. Ernest Martin Hopkins, 67-75.
- EMPLOYMENT DEPARTMENT, THE WORK OF THE, OF DENNISON MAN-UFACTURING COMPANY, FRAMING-HAM, MASSACHUSETTS. Philip J. Reilly, 87–94.
- Employment division: 95-101; function, 100-101; manager, 95-96.
- —— executive: definition, 118; functions, 118–120; information and experience of, 121–122, 124–125; mental characteristics, 120–121, 124; personality, 120, 123–124; qualifications, 120–122; training for, 122–127.
- EMPLOYMENT EXECUTIVES, UNIVERSITY SCHOOLS OF BUSINESS AND THE TRAINING OF. Harlow S. Person, 117-127.
- Employment executives' associations: extension, 81; reasons for creating, 77.
 - managers: Chamber of Commerce and, 8; coöperation of schools with, 210–211; functions of, 218; in industry, 175; promotion to, 295–296; qualification of, 31; results accomplished by, 5–7; training of, 7; work of, 5–7.
- EMPLOYMENT MANAGER, THE. Ernest Fox Nichols, 1-8.
- Employment Managers' Association: aims of, 77–78; card index system of, 115–116; committee work of, 78–79; discussion at meetings of, 79–81; formation of, in Boston, 111–112; independent investigation of, 115; programs and work of, 78–81; purposes and objects of, 112–113; research work of, 115; work of, 113.

- EMPLOYMENT MANAGERS' ASSOCIA-TION OF BOSTON, THE WORK PRO-GRAM OF THE. Ralph G. Wells, 111– 116.
- EMPLOYMENT MANAGERS' ASSOCIA-TIONS, THE AIM AND WORK OF. Meyer Bloomfield, 76–87.
- Employment methods, description of, 252.
- office: location of, 211; organized, 85; requisites of the, 211-218; service, 211-212.
- EMPLOYMENT PROBLEM, THE, IN INDUSTRY. William C. Redfield, 9-14.
- Employment problems: solution of, 289; study of, 113.
- EMPLOYMENT PROBLEMS AND HOW THE JOHN B. STETSON COMPANY MEETS THEM. Milton D. Gehris, 155-160.
- EMPLOYMENT WORK, THE, OF THE CURTIS PUBLISHING COMPANY. Robert C. Clothier, 94–111.
- England: effects of war on, 64; industrial conditions in, 64-65.
- European war, effect on industry, 232.
- Factory, physical conditions of a, 278.

 management, responsibility of, 30.
- FEISS, RICHARD A. Personal Relationship as a Basis of Scientific Management, 27-56.
- FISHER, BOYD. Methods of Reducing the Labor Turnover, 144-154.
- Ford Motor Company: business, 1914 and 1915, 298; capitalization, 297; incorporation, 297; labor turnover, 101, 144; profit sharing plan, 301–304; savings, 308; standardization, 153, 298.
- FORD PLANT, THE SO-CALLED PROFIT SHARING SYSTEM IN THE. John R. Lee, 297-310.
- Foremen, responsibilities, 150.
- GEHRIS, MILTON D. Employment

- Problems and How the John B. Stetson Company Meets Them, 155–160.
- Germany: advance, 16; centralization in, 17; chemical industry in, 19; economic development, 18; education, 19; municipalities, 17; railways, 18.
- GILBRETH, FRANK B. AND LILLIAN M. The Effect of Motion Study upon the Workers, 272–276; The Three Position Plan of Promotion, 289–296.
- GILSON, MARY BARNETT. The Relation in Home Conditions to Industrial Efficiency, 277–289.
- Hiring: function of written specifications for, 176; money waste in unscientific, 135–136; preventing waste in, 140–141.
- Hiring, Written Specifications for. R. J. Burke, 176–181.
- Hiring and firing: investigation of, 129–130; method of, 237.
- HIRING AND FIRING: ITS ECONOMIC WASTE AND HOW TO AVOID IT. Magnus W. Alexander, 128-144.
- Home Conditions, The Relation of, to Industrial Efficiency. Mary Barnett Gilson, 277–289.
- Home visiting: aim of, 288; necessity of, 285–286; occasion for, 288.
- HOPKINS, ERNEST MARTIN. A Functionalized Employment Department as a Factor in Industrial Efficiency, 67–75; Democracy and Industry, 57–67.
- Housing conditions, improvement in, 281.
- HUEY, KATHARINE. Problems Arising and Methods used in Interviewing and Selecting Employes, 208–218.
- Industrial corporation, organization of first, 234.
- --- democracy: 59; meaning of, 63, 66.
- ---- education: effect of, on labor turn-

- over, 152–153; extension courses in, 162.
- Industrial efficiency: advance of, 70; definition of, 68; democracy an aid to, 15.
- INDUSTRIAL EFFICIENCY, A FUNC-TIONALIZED EMPLOYMENT DEPART-MENT AS A FACTOR IN. Ernest Martin Hopkins, 67–75.
- INDUSTRIAL EFFICIENCY, DEMOCRACY AS A FACTOR IN. Horace B. Drury, 15-27.
- INDUSTRIAL EFFICIENCY, THE RELA-TION OF HOME CONDITIONS TO. Mary Barnett Gilson, 277–289.
- Industrial establishments: labor turnover in various, 130; management in, 114; physical conditions, 43–44.
- ---- evolution, history of, 21.
- --- insurance, necessity for, 46.
- —— life: elements of, 239; weakness in, 239.
- management: personnel in, 67; problems of, 252.
- --- methods, merits of, 66.
- ----- organization, employment department in, 76.
- ---- plant, organization, 229.
- —— preparedness: 240; form of, 276; fundamental propositions in, 241—242; lack of, 57.
- —— problem, solution of, 56.
- --- relations, adjustment of, 65.
- —— system, democracy in, 66.
- ---- workers, welfare of, 233.
- Industries: labor turnover in, 242; of the United States, 232; seasonal character, 48.
- Industry: conditions of American, 57; coöperation of home and, 277; democracy in, 22–24, 26, 251, 293; democratization, 53; effect of European war on, 232; employment managers in, 175; function, 67; home influence in, 280; human element in, 301; human relations in, 58; influences of development, 63–64; organization, 86; personnel, 233; primary function,

61; problem of, 232; technical training in, 161; in United States, 232; women in, 282-284.

Industry, Americanization: A Conservation Policy for. Frances A. Kellor, 240-244.

Industry, Democracy and. Ernest Martin Hopkins, 57-67.

INDUSTRY, PUBLIC EMPLOYMENT BU-REAUS AND THEIR RELATION TO MANAGERS OF EMPLOYMENT IN. Hilda Muhlhauser, 170–175.

INDUSTRY, THE EMPLOYMENT PROBLEM IN. William C. Redfield, 9–14.

Inefficiency: cause of, 40; element in, 34.

Information and Instruction, Book of, 89–90.

Instruction, process of, 102.

---- division, 102-103.

Insurance, business of, 46.

Job specifications, 88. Jobs, classifications, 177.

- Keir, John S. The Establishment of Permanent Contacts with the Sources of Labor Supply, 160–169.
- Kellor, Frances A. Americanization: A Conservation Policy for Industry, 240-244.
- Labor: development, 1; distribution, 175; efficient handling of, 1, 288; filling requisitions for, 216, 298; mobility of, 145; organization of, 2; power of, 1; purchasing of, 176; relation of business to, 2; steady source of, 168; transfers of, 91; unexpected demands for, 216.
- —— bureau, function of, 229.
- ---- conditions, shifting, 174.
- ---- costs, reduction of, 92.
- market: knowledge of, 217; stabilization of, 242–243; steadying of, 240.
- ---- organizations, cooperation of, 171.
- --- supply: improvement of sources

of, 162-163; organization of source of, 163; source of, 84, 96, 209-211.

LABOR SUPPLY, THE ESTABLISHMENT OF PERMANENT CONTACTS WITH THE SOURCES OF. John S. Keir, 160–169.

Labor turnover: allowances for a large, 131-132; causes of, 4-5, 145-149; cost of, 82, 108, 135, 145, 229; data regarding, 51; decrease in, 308; definition of, 108; effect of high, 72; effect of industrial education on, 152-153; effect of physical examinations on, 151-152; factors contributing to cost of, 137-138; in Dennison Manufacturing Company, 93; in industries, 242; in various industrial establishments, 130; increase in, 110; justification for large, 134; meaning of, 3, 71; methods of reducing, 109-110; of Ford Motor Company, 101, 144; of girls, 172; problems of, 4; record and tabulation of, 150; reducing, 92, 160, 227-228, 251, 278; remedies for, 149-154; waste of, 77.

LABOR TURNOVER, METHODS OF REDUCING THE. Boyd Fisher, 144-154. Labor unions, work of, 169.

Laying-off, reasons for, 147-148.

LEE, JOHN R. The So-Called Profit Sharing System in the Ford Plant, 297-310.

Living, standard of, 281, 287.

Machines, outline of, 205-206.

Machinist requirements, for engine lathe work, 207.

Management: coöperation in, 47; efficient, 121; factory, 28; function of, 30; problem of, 27; relation between personnel and, 119.

Manufacturing, threefold phase of, 299. Medical division, 101–102.

Men: methods of handling, 30; problem of handling, 81; selecting the right, 141-142.

Mental tests: application of, 194; cases of, 200-201; development of, 195-

196; in the Urbana High School, 197–201; results of, 198; type of work in, 197.

Motion study: benefit of, to employe and employer, 276; definition of, 272; effects of, 273-274; methods of making, 272; process of, 272; value of, 274.

MOTION STUDY, THE EFFECT OF, UPON THE WORKERS. Frank B. Gilbreth and Lillian M. Gilbreth, 272–276.

MUHLHAUSER, HILDA. Public Employment Bureaus and Their Relation to Managers of Employment in Industry, 170–175.

New York Edison Company: commercial department of, 236; educational work of, 235.

NICHOLS, ERNEST FOX. The Employment Manager, 1–8.

Occupational diseases, 279.

Occupations, types of, 194.

Organization: efficient, 121; fitness for, 36; human elements of the, 235; human touch in an industrial, 294; personnel of the, 278, 290; problems of, 246-247.

Pearson, Charles L. Introducing the New Employe, 229-231.

PERMANENT CONTACTS, THE ESTABLISHMENT OF, WITH THE SOURCES OF LABOR SUPPLY. John S. Keir, 160–169.

Person, Harlow S. University Schools of Business and the Training of Employment Executives, 117–127.

Personnel: expenditures for development of, 28, in management, 27, of industry, 233; question of, 82; relation between management and, 119.

PHYSICAL EXAMINATION OF EMPLOYES, THE NEED FOR AND VALUE OF, AS ILLUSTRATED IN THE WORK OF THE INDEX 317

- RIKE-KUMLER COMPANY. Frederick H. Rike, 223-228.
- Physical examinations: effect of, 151–152; in the Stetson Company, 159; value of, 223–224; work of, 224.
- Positions: coördination of, 290; outlining, 217–218.
- Production: effect of, on workers, 133–135; fluctuations of, 134; increase of, 308; loss of reduced, 138; regularization of, 153–154.
- Profit sharing system: abuse of, 307; in the Ford Motor Company, 301–304.
- PROFIT SHARING SYSTEM, THE SO-CALLED, IN THE FORD PLANT. John R. Lee, 297-310.
- Promotion: advantage of three position plan of, to employment manager, 295–296; results of three position plan of, 294–295; system of, 289; three position plan of, 290.
- Promotion, The Three Position Plan of. Frank B. Gilbreth and Lillian M. Gilbreth, 289–296.
- Promotion charts: advantage of, 291; individual, 291–292; master, 290–291.
- Property, record of company, loaned, 264.
- Public employment bureaus: duties of, 170; follow up work, 172; of Cleveland, 171; standard of, 170; value of, 173, 174.
- Public Employment Bureaus and Their Relation to Managers of Employment in Industry. Hilda Muhlhauser, 170–175.
- Public opinion, free expression of, 53.

Railways, German, 18.

- REDFIELD, WILLIAM C. The Employment Problem in Industry, 9-14.
- Reilly, Philip J. The Work of the Employment Department of Dennison Manufacturing Company, Framingham, Massachusetts, 87–94.
- RIKE, FREDERICK H. The Need for

and Value of Physical Examination of Employes as Illustrated in the Work of the Rike-Kumler Company, 223–228.

RIKE-KUMLER COMPANY, THE NEED FOR AND VALUE OF PHYSICAL EXAMINATION OF EMPLOYES AS ILLUSTRATED IN THE WORK OF THE. Frederick H. Rike, 223–228.

Sales policy, development of a, 48.

- Schools: continuation, 165; coöperation between department stores and, 163–164; coöperation of, with employment managers, 210–211; coöperation of manufacturers and, 164.
- Scientific employment, importance of, 30.
- —management: aim of, 29; basis for development of, 28; result of, 176.
- Scientific Management, Personal Relationship as a Basis of. Richard A. Feiss. 27–56.
- Scott, Walter Dill. Selection of Employes by Means of Quantitative Determinations, 182–193.
- Service, fitting of employes in, 234.
- Service, The Instruction of New Employees in Methods of. Arthur Williams, 232–239.
- Specifications: factory planner, 180–181; foreman, 179; power press, 180; storekeeper, 179–180; value of written, 177.
- Standard Oil Company, training system of, 162.
- Standardization: arguments against, 275; effect of, 22; in Ford Motor Company, 298; of jobs, 71; of plant design, 67; of purposes, 49.
- STANDARDS, ADOPTING, TO MEET TRADE TRAINING REQUIREMENTS. E. G. Allen, 205-207.
- Stetson Company: beneficial association, 157–158; beneficial report of the, 159–160; building and loan association of the, 155–156; hospital, 158;

- life insurance in the, 156; physical examinations in the, 159; Sunday School of the, 156.
- STETSON COMPANY, JOHN B., EMPLOY-MENT PROBLEMS AND HOW THE, MEETS THEM. Milton D. Gehris, 155-160.
- Stock, distribution of, to employes, 158-159.

Trade, teaching a, 249.

- TRADE TRAINING REQUIREMENTS, ADOPTING STANDARDS TO MEET. E. G. Allen, 205-207.
- Trade unionist, arguments of, 60.
- Training, definition of, 117-118.

 department, purpose of, 90.
- TRAINING SYSTEMS, SOME IMPROVE-MENTS IN EXISTING. J. W. Dietz, 244-251.
- Tuck School, training for employment executive in the, 125-127.
- Unemployed, opportunity for the, 173. Unemployment: cause of, 23, 174. Urbana High School, mental tests in the, 197-201.

Vocation Bureau, aim of, 81.
——schools, industrial, 165–166.

- VOCATIONAL GUIDANCE, THE USE OF MENTAL TESTS IN. Guy Montrose Whipple, 193-204.
- Wages: 134; rates of, 300; welfare work and, 13.
- Welfare division: 103-111; duty of, 104. —— work, 13.
- Wells, Ralph G. The Work Program of the Employment Managers' Association of Boston, 111-116.
- Western Electric Company, work of, 162.
- WHIPPLE, GUY MONTROSE. The Use of Mental Tests in Vocational Guidance, 193–204.
- WILLIAMS, ARTHUR. The Instruction of New Employes in Methods of Service, 232–239.
- Work, standardization, 47.
- WORK, RECORDS AND REPORTS OF. J. W. Bancker, 252-272.
- Workers: 83; coöperation between employer and, 275–276; coöperation of, 272; effect of motion study on, 273; effect of production on, 133–135; efficiency of, 74, 281, 288; interests of, 291; training of, 48, 233; welfare of, 63.
- WORKERS, THE EFFECT OF MOTION STUDY UPON THE. Frank B.Gilbreth and Lillian M. Gilbreth, 272–276.